A Study of Organizational Climate in respect of Job Satisfaction and Decision Making of Secondary School Principals

Synopsis

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Introduction

The success or failure of any organization is considered to be directly linked with the performance of it's leadership and in case of schools, principals are primarily seen in leadership role.

We all understand what all responsibilities the school principals carry on their shoulders when it comes to shaping the future of schools they are heading and running. The failure or success does not impact only the school, but it directly impacts it's staff, teachers and the students who are part of the school. Success builds a high reputation, which carries a sense of pride among it's students, parents, teachers and the school itself. But a failure results into a bad reputation for the school. The job satisfaction and decision making of the school principals play a very important role in shaping the organizational climate and the future of the schools, which they head. Job satisfaction not only plays a vital role in enhancing their commitment towards their

institution, but also encourage them to stay longer with the institution they are employed with. In a positive side, their decision making is somewhat also influenced by their own job satisfaction level, which may help in creation of positive and conductive organizational climate.

In past there have been several studies about the impact of organizational climate on the job satisfaction and the decision making of the principals with respect to growth and performance of the schools, but unfortunately there is no or little study exists on the impact of job satisfaction and decision making of school principals with respect to the organizational climate/environment.

The present research aims to answer this very important question and the aims to explore several dimensions of the job satisfaction and decision making of secondary school principals affecting organizational climate.

Title of the Study

A Study of Organizational Climate in respect of Job Satisfaction and Decision Making of Secondary School Principals.

Review of related research literature

For any piece of research, it is important to go through enough literature that provides information in relation with the topic and helps getting an idea of the background of the topic, emerging trends and opinions all across the world and the needs, limitations etc. of the research area chosen. It also helps in reducing the chances of repetition and hence avoiding any chance of wastage of efforts and resources. Earlier, a few researches were revealed that provided a basic idea about the importance of organizational climate and its impact on employees. These are discussed in brief as follows:

- Steinberg , M. (2014) Does greater principal autonomy improve school achievement?. PACE [1].

Since the principals will also be involved in the study and because principals are also teachers and academicians, a study relating to the autonomy of principals has also been reviewed by the researcher.

- School principals should hold primary responsibility for decision-making, as they are directly involved in delivering educational services to students.
- Their autonomy can be extended to various domains such as budgeting, curriculum planning, instructional methods, assessment strategies, and academic calendars.
- Research indicates that schools granting greater independence to principals often demonstrate improved student achievement.
- However, policymakers should avoid placing excessive pressure on principals solely to produce high academic outcomes.

- Adamson L, (2012). Exploring principal autonomy in private and public schools (Doctoral dissertation, California State University, Fullerton [2].
  - This qualitative case study examined principals' views on autonomy across four key domains: accountability, personnel management, resource allocation, and instructional programming.
  - It was found through the study that there existed major autonomy gaps in the areas of resource allocation and personnel management.
  - Principals were under pressures of performance and market driven accountability.

- (Herbert, 2012), ethical behavior, job engagement and professional burnout[3].

  Determining effective strategies for managing an organization under pressures that impact employees across all levels remains an essential question yet to be fully addressed. Systematic reviews and meta-analyses in several sectors have

shown the beneficial effects of leadership on a range of organizational variables, including job satisfaction, employee commitment, and organizational effectiveness.

Performance of agencies, organizational culture, organizational learning, and organizational health (Karadag, 2015) [4]. According to research in the field of rehabilitation counseling, effective leadership in the form of supervision has significant effects on client outcomes for early career counselors as well as ethical behavior, job engagement, and professional burnout (Herbert, 2012) and client outcomes for early career counselors (McCarthy, 2013) [3,5].

Significance of the study

The researcher anticipates that this study will contribute to

understanding the influence of organizational climate on the job satisfaction and decision-making practices of secondary school principals. The study will attempt to bring these issues into light. It is hoped that by finding the actual status of the impact level on organizational climate will be sought towards further improvement.

Statement of Problem

To know the level of impact on organizational climate/environment in respect to the job satisfaction and decision making of secondary school principals.

Objectives of the study

To study the job satisfaction of secondary schools principals.

1. To study the effect of job satisfaction of secondary school principals on organizational climate of their school on the basis of gender and type of schools.
2. To study the effect of the decision making of

secondary school principal on organizational climate of their school on the basis of gender and type of school.

3. To study the correlation between job satisfaction of secondary school principal and organizational climate of their school.

4. To study the correlation between decision making of secondary school principal and organizational climate of their school.

Hypothesis (Null Hypothesis)

1. There is no significant effect of job satisfaction on organizational climate of their school on the basis of gender and type of school.

2. There is no significant effect of decision making on organizational climate of their school on the basis of gender and type of school.

3. There is no significant correlation between job satisfaction of secondary school principal and organizational climate of their school.

4. There is no significant correlation between decision making of secondary school principal and organizational climate of their school.

Research methodology:

1. Open ended Questionnaire for principals
2. Interviews with principals
3. Five point rating scale for principals
4. Any specific tool as per supervisor's guidance

Design of the study:

The study will be qualitative and descriptive in nature .

- **Population:** Creswell, J. (2012)"*A population is a group of individuals who have the same characteristics."* Selection of population for the research is a very important aspect of any research. The population must cover all the stakeholders of the research issue. The population of the study will

be the principals of secondary level schools in Delhi, NCR.

- **Sample:** *Creswell, J. "a sample is a subgroup of the target population that the researcher plans to study for generalizing about the target population."* Thus it should clearly represent the population taken for study.

A sample of 60 principals of secondary schools (private and Public) will be selected randomly for the study.

- **Nature of sampling**: Purposive sampling will be used in the study.
- **Tools used** : the following tools will be used for data collection in this study;
- **Decision Making-** Graham ID, O'Connor AM. User Manual—Preparation
- **Organizational Climate –** Somnath Chattopadhyay and K.G.Agrawal.
- **Job Satisfaction –** P.Kumar and D.N. Mutha. 782P

Variables

1. Organizational Climate Definition

The notion of organizational climate, also referred to as corporate climate, has both academic and practical significance in the business world and is related to the subjects of organizational behavior and I/O psychology. The precise concept of organizational climate for scientific investigation continues to be a topic of academic discussion. Lawrence R. James (1943–2014) is credited with creating the definition. [6].

The concept of organizational climate**,** sometimes referred to as *corporate climate*, holds both theoretical and practical importance within organizational behavior and industrial/organizational psychology (James & Jones, 1974).6 While the term has been widely studied, its precise definition for empirical research remains a matter of scholarly debate (Schneider, Ehrhart, & Macey,2013).Lawrence R. James (1943–2014) [7,8].

is often credited with shaping a widely

recognized definition of organizational climate through his contributions to the field. Closely related is the idea of organizational culture, which encompasses the shared beliefs, values, and attitudes that guide how individuals behave and interact within an organization (Schein, 2010). [7].

- An organization’s culture provides boundaries and norms, helping employees understand appropriate ways to perform their roles.

Job Satisfaction Definition

- *The degree of contentment employees feel with their jobs is referred to as job satisfaction, employee satisfaction, or work satisfaction. Beyond their routine responsibilities, this includes their attitudes toward their coworkers and managers, their opinions of the organization's rules, and how their work affects both their personal lives and the advancement of the organization. There are three*

different ways to gauge job satisfaction: cognitively, emotionally, and behaviorally.

2. **Decision Making Definition**

- *In organizational and cognitive contexts, decision-making is understood as the act of selecting a preferred course of action from available options. This process is intertwined with problem-solving, a systematic procedure aimed at evaluating intricate circumstances and determining appropriate responses.*

Rationale of the study

The organizational climate plays a part in the decision-making process and job satisfaction of the Principals. Similarly, the decision making and job satisfaction of the

Principals also play a vital role in shaping/building the organizational climate. They take into account what are at their disposal and accordingly consult and interact with teachers, fellow administrators, and the public as

decisions are made. Their interaction is a function of the decision-making process. Also the outcome of their decisions clearly relates to their own job satisfaction level. Past research has tended to look at situations in various school settings and describe the situations as they exist {e.g., socio economic, culture etc.).

l There is a need to investigate the relationship between these "situations" and the behavioral patterns of individuals and also overall impact on the organizational climate. Such information might then be utilized by school management and administrators to develop a conductive climate for the all around growth.

Analysis of data

Analyzing data collected through the various tools approved and validated by the supervisor is the one of the most important phases of any research work as it paves way to the surfacing of results and conclusions pertaining to the objectives of the research. The methods chosen for analysis of data vary from research to

research according to its nature and purpose. The present research is qualitative in nature and analysis will be done qualitatively (content analysis).

Expected Outcomes

The following outcomes or findings are expected to be revealed from the study:

1. The status of how much impact the organizational climate have with respect to job satisfaction and decision making of secondary schools principals.

2. The main areas which largely influence the organizational climate.

Limitations of Study

i. The study will be limited to the principals only.
ii. The study area will be limited to only Delhi NCR.

iii. The study is limited, with only 60 principals (Private and public secondary schools) out of 200 participants.

iv. The study will be conducted over only the secondary level school principals

References

1. Steinberg, M. (2014). *Does greater principal autonomy improve school achievement?* PACE.
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7. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

8. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, *64*, 361–388

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